



# ***Trust and Influence in the Information Age: Operational Requirements for Network Centric Warfare***

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Report Documentation Page				Form Approved OMB No. 0704-0188	
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1. REPORT DATE <b>JUN 2005</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2005 to 00-00-2005</b>	
4. TITLE AND SUBTITLE <b>Trust and Influence in the Information Age: Operational Requirements for Network Centric Warfare (Briefing Charts)</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>US Joint Forces Command,J-9 Joint Experimentation Directorate,Norfolk,VA,23551</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>The original document contains color images.</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES <b>14</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			



# ***The Issue: How Can Leaders Prepare for the Information Age RMA?***

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- ❑ **The Information Age Drives a Revolution in Military Affairs (RMA)**
  - Information technology (IT) increases access, amount, and speed of information and information flow
  - This leads to changes in how we live, work, play, and fight
- ❑ **The Information Age is Also Empowering Our Enemies**
  - Conflicts come in all levels from enforcing sanctions and capturing terrorists, to full-scale theater operations and nuclear war
  - The Military requires agile and adaptable command and control structures to deal with the uncertainties of new threats
- ❑ **What to Expect From the Information RMA**
  - Decision Makers will be Younger
  - Organizational Standing Becomes Less Relevant
  - Lower Ranking People Will Have More Power
  - Innovative Projects will Surface without Certification

***Are Leaders Prepared for the New Capabilities?***

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# Overview

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## Background

- ❑ The Computer Technology Timeline and The CommTech Model

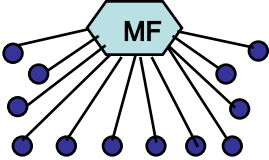
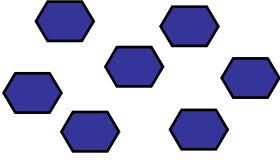
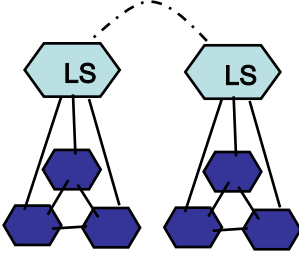
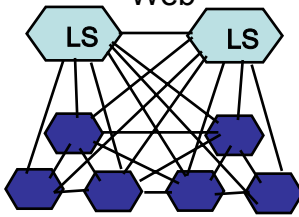
## Capitalizing on the 21<sup>st</sup> Century Network Organization

- ❑ Influence as a Leadership Strategy
  - ❑ Building Operational Trust
  - ❑ Fostering Network Enterprises
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# Background

## The Communications Technology Timeline

Timeline	1970s	1980s	1990s	2000s
<b>Computer Technology</b>	Mainframe + terminals 	Personal Computers (PCs) 	LAN of PCs 	Internet and Intranets, DSL, Access to the Web 
<b>Characteristics</b>	Few actual “thinkers” Queued processes Long timelines	Isolated decision-making, No connectivity	Integration & synergy within local networks Weak external connections	Peer-to-peer relationships Easy access Exponential capability
<b>Military Organization, Force Structure, and Decision Making</b>	Centralized, slow, few decision-makers per capita (lots of troops)	Complete push to decentralization, empowerment, can't work together	Federated but connected at central points, Those top central points not well connected to other top centralized points	Decentralized DM at individual level. Shared information. Multiple redundant paths for information sharing.

**Note:** Computer Programs = Decision-Makers in the Communications Technology Domain

MF = Mainframe  
LS = LAN server

LAN = Local Area Network  
DSL = Digital Subscriber Line

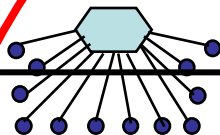
# Background

## The CommTech Model

1970s	1980s	1990s	2000s
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Centralized control in DM.  
Focus on Training and practice to increase speed

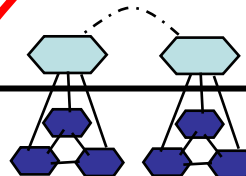
"Really slow"



Herded the groups. Centralized control within major organizations.

Provided vector

"Synergy"



Lack of hard control

Empowerment. Total Quality Management

Small organizations really honed their skills. Great improvements in tactics, not in strategy

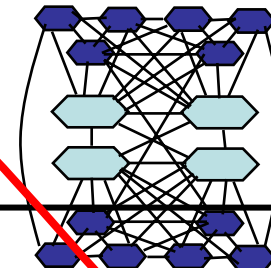
"All Magnitude – no Vector"

Complex interdependent operations

Self-synchronization

Needs proper guidance and clear command intent

"Power to the Edge"



**Control**

**Leadership Style**

**Trust & Influence**

**Centralized**

**Decision-Making**

**Decentralized**



# ***Capitalizing on the 21<sup>st</sup> Century Networked Organization***

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- ☐ **Influence as a Leadership Strategy**
  - ☐ **Building Operational Trust**
  - ☐ **Fostering Network Enterprises**
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# ***Influence as a Leadership Strategy***

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- ☐ **Leaders Must Create the Vector**
    - Capabilities come from the bottom up (Magnitude)
    - Leaders must provide the direction
  - ☐ **Communicate a Clear Consistent Message**
    - Commit to the vision daily
  - ☐ **Instill Ethics in Decision-Making**
    - The new generation of soldiers will not just follow orders, they will make decisions
  - ☐ **Shift to a Mentor Mindset**
  - ☐ **Turn “Iron Majors” into “Golden Majors”**
    - Have them sell your story to the troops
  - ☐ **Encourage Innovation**
    - Give subordinates the means and authority to find solutions to their problems
  - ☐ **Encourage Crossflow**
    - Military stovepipes aren't the problem, it is the lack of venting between them that causes problems
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# ***Influence as a Leadership Strategy***

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## **☐ Influence Techniques – Specific Tools for Soft Power**

- Start Early
  - Provide a Reason
  - Build a Cohesive Team
  - Gain Commitment
  - Benefit from Reciprocity
  - Appearance Builds Respect
  - Choose the Technique to Fit within Context
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# ***Building Operational Trust***

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- ☐ Trust is a bet that entities which you cannot control will meet expectations that are favorable to your cause
- ☐ Operational Trust is the aggregate trust required from every person and earned from every entity to accomplish a mission or endeavor

**Network Centric Warfare Relies On Interdependency  
For Its Success**

**Interdependency Requires A Level Of Operational Trust**

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# Three Steps to Increasing Operational Trust

## Step 1. Determining the Need to Trust: *Do I have to make a bet?*

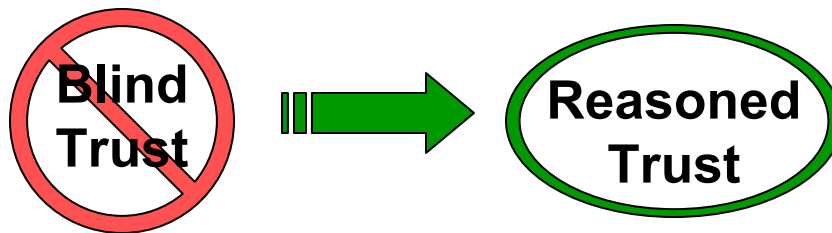
- ☐ Importance of my task
- ☐ Necessity of dependency
- ☐ Amount of Dependency

## Step 2. Assessing the Risk: *What are the stakes of the bet?*

RISK MATRIX		Probability of Occurrence			
Severity of Negative Consequences		Highly Unlikely	Not Likely	Likely	Highly Likely
	Minor	Green	Green	Green	Yellow
	Major	Green	Yellow	Yellow	Red
	Catastrophic	Yellow	Red	Red	Red

# Three Steps to Increasing Operational Trust (cont)

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## Step 3. Changing the Odds: *Can I make a safer bet?*

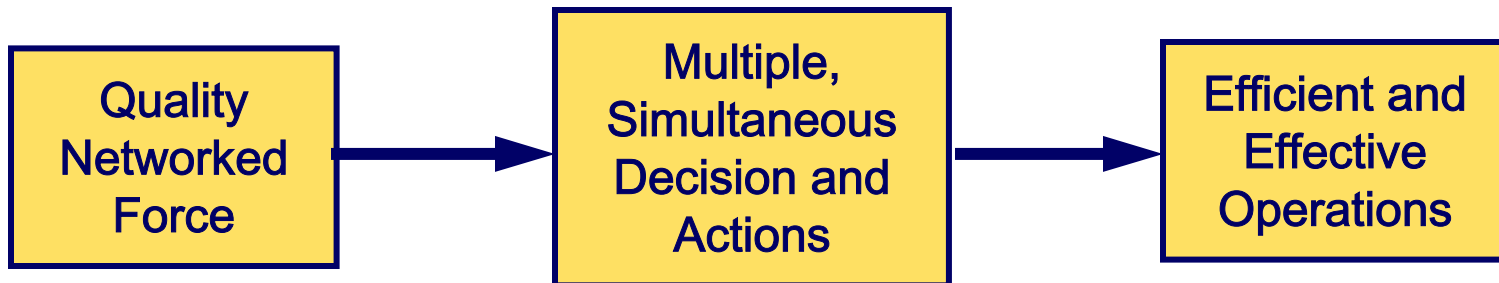
- ☐ Increased Situational Awareness (SA)
  - ☐ Real-time Verification
  - ☐ Verification Afterwards
  - ☐ Rules / Roles / ROE
  - ☐ Amount of Control
  - ☐ Past Experience with Trustee
  - ☐ Indirect Reputation
  - ☐ Common Cause / Objective / Priority
  - ☐ Likelihood of Future Interactions
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# ***Fostering Network Enterprises***

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- ☐ **Get the Technology Down to the Lowest Levels**
- ☐ **Build Multiple Paths for Reliable Communications**
- ☐ **Create Joint Mission Capability Packages**
- ☐ **Cultivate a Dedicated Infrastructure Force**
- ☐ **Simplify the Process for Innovation**
- ☐ **Visit the Squadron Bar**





# ***Conclusion***

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- ☐ **The Information RMA will Lead to Decentralized Decision-Making and a Greater Need for Trust and Influence**
  - ☐ **Leaders Must Create the Vector**
  - ☐ **Decisions Based on Reasoned Trust will Increase Efficiency and Effectiveness in Operations**
  - ☐ **Foster Network Capabilities to Improve Performance at all Levels**
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# *Questions???*

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